



12 July 1967

MEMORANDUM FOR: Chief, OTR  
VIA : Chief, Operations School OTR  
SUBJECT : COS Seminar #11; Chief Instructor's  
Comments

1. While my role might be more aptly described as moderator or simply another participant in this case, I both appreciated and enjoyed the opportunity to serve as chief instructor for this running of the seminar, and feel that I benefitted considerably from the experience. I believe that the seminar was generally well received and successful, despite the obvious disadvantages of having a "pick up" manager, and that a recently returned COS, such as myself, has much to contribute to these seminars. I would strongly recommend however that the chief instructor or moderator assignment be made on a fixed tour basis, as distinct from my own one time participation, as continuity is clearly desirable in a seminar of this nature. In my own case for example, I am certain that with the experience gained from the first go-round and with time to select out or reorient the weaker presentations, add new ones, group complementary presentations and otherwise respond to the needs and interests of the outgoing COS, I could do a much better job the second time around, and correspondingly the third, fourth, fifth etc.

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2. It would appear that [REDACTED] his predecessors and presumably others of the OTR Staff have done an outstanding job in developing the COS seminar to the point where it can function almost automatically with the aid of moderator such as myself. There is still considerable room for improvement however, and with changing needs, the departure of key speakers etc., it would seem almost imperative that the chief instructor be available on a continuing basis to coordinate the planning and implementation of the seminar and the individual or group presentations therein.

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3. Despite the foregoing recommendations, and depending upon the size of the class, it might be useful to include as participants in future seminars, one or more COS returnees to provide up to date field flavor to the course. I am submitting by separate memorandum to Mr. [REDACTED] some comments on the individual presentations, as of possible use to the next chief instructor. I would however like to take this opportunity to make the following observations regarding the seminar as a whole:

a. It is a most useful, informative and generally on target course, even as is, and is rightfully a must for all outgoing station and base chiefs or deputies. The sharing of experiences is particularly valuable and there is much that can be learned from these seminars, even for an "old hand".

b. I feel, as did most of the participants, that the [REDACTED] phase was the most valuable by far, as it not only allowed for more undisturbed time under relaxed circumstances, but created that ambient of camaraderie so essential to uninhibited participation by the students. Many felt that they gained as much from the informal bull sessions (students only) at [REDACTED] as from the guest 25X1A6b presentations. It was interesting to note that on several occasions when [REDACTED] personnel 25X1A6b dropped in on the [REDACTED] sessions, the participants tended to clam up. I would suggest therefore that such "dropping in" by the [REDACTED] people be discouraged insofar as possible. 25X1A6b

c. While on the subject of [REDACTED] I 25X1A6b would recommend that a special effort be made 25X1A6b to arrange for participation in the [REDACTED] phase of the seminar, of such key speakers as [REDACTED] preferably including 25X1A9a follow-up evening sessions. I mentioned this to [REDACTED] 25X1A9a who promised to make every effort to do so the next time around. Other groups or individuals 25X1A6b which might contribute effectively to evening sessions at [REDACTED] are the [REDACTED] team, FID group. The suggestion was also made that we could gain 25X1A6b valuable extra time [REDACTED] and taking care of all administrative arrangements on a Sunday evening so as to be ready to go to work on Monday morning.

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d. These are a number of general areas of interest which might be more effectively covered by a grouping of the speakers; e.g., have [redacted] presentations (station management) consecutively, or as round table and, if at [redacted] followed by an evening bull session with all three. Another area in which grouping might be useful is that comprising security, CI and the CI aspect of Soviet operations. A full day, or even two, could well be devoted to this area. Several students suggested that the excellent [redacted] espionage case presentation might be broadened to include other similar cases. This would also be good material for an evening session at [redacted] 25X1A9a

e. One of the best received presentations in the administrative field was that of a student, [REDACTED], based on his tour as Chief of Support for an operating division (WH). I would suggest that a division support chief be included among the guest speakers in future seminars, as they are more intimately familiar with the administrative problems of a station chief than are the DDS representatives from whom we heard.

f. Several of the critiques recommend more emphasis on management, personnel and general administrative subjects, and there was considerable discussion by the students regarding the relative values of "Operational" and management presentations. My own feeling is that they are equally useful to the outgoing COS and that the present balance is good.

g. One the more frequent criticisms of the speakers was that their messages were too generalized and theoretical. Best received were those who dealt on specifics and/or gave practical examples. This latter approach stimulated a great deal more questions from, and participation by, the students, and this should probably be stressed to all prospective speakers.

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i. Lastly the operating divisions should be urged to enroll their course designees well before the latter start processing out, if at all possible, since the processing seems to cut fairly heavily into seminar attendance. If this is not possible I would suggest an 0830 starting time and two hour lunch periods, in lieu of reading periods or half hour breaks, in the hope that two full hours at mid day would be sufficient for the students to take care of their outside requirements.

4. In closing I would like to stress again my feeling that the seminar is very well conceived, well organized and highly worthwhile in its present form. The above suggestions are intended simply as possibly useful guides toward further strengthening of the seminar.



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cc: DDP